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4 October 1960

MEMORANDUM FOR THE RECORD

SUBJECT: DD/P Reply to IG Recommendations in
NE Survey Report

1. I agree that there would be little gain in preparing a formal rebuttal to the DD/P comments; however, one or two points should be made for purposes of record.

2. We recommended (#56) that careful attention be given the selection and training of personnel for [REDACTED] with a view to effecting a 25/35 per cent reduction in Station strength during the next two years. The Division non-concurred, stating that it would "continue to give the same close attention it had in the past . . . to supplying qualified officers . . ."

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COMMENT: (a) The [REDACTED] expressed great concern to us about the general quality of his personnel, and said that "with good people" he could do the job with about fifty per cent of his present strength of [REDACTED]

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(b) Within the past nine months at least three employees have been returned early from [REDACTED] for substandard performance.

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(c) At [REDACTED] we noted the impending departure (PCS) of a very capable female Admin Officer and, recognizing her importance to the base, suggested to the Division upon our return that extreme care be exercised in choosing her replacement. The replacement selected has now been returned to Headquarters after a few months of poor performance, including personal indiscretions.

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3. We recommended (#71) that Chief, NE Division select carefully future replacement officers for [REDACTED]. This was based on our observations plus full discussion with the [REDACTED] in which he expressed regret that [REDACTED] was not moving ahead as it should

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and was not exploiting its operational opportunities with vigor. The Division non-concurred, implying its complete satisfaction with [REDACTED] activities, and added "It is not known why it was felt necessary to make a particular point of cautioning the Chief, NE Division, to continue this practice (of careful officer selection)."

4. Annex A to the subject document takes issue with 18 statements selected from the text of the Survey Report. In most cases the statements are labeled "misleading" or "Misstatements of fact." Generally speaking, the comments reflect instead a difference of opinion between NE Division management and those personnel of the Division who expressed their views to the survey Team. For example, the Report contained the following statement (p.49):

"The more experienced personnel who expressed a desire to be transferred to some other component were almost invariably motivated by the belief that a superior performance counted for less in the long run than personal contacts. In substance, they felt that there was no opportunity for a talented individual to develop his career in the Division on the basis of competence alone; they support this conclusion by pointing to key positions which are occupied by individuals with longevity, seniority and status, but without the combination of experience and ability which inspires confidence in leadership."

DD/P Comment: "This statement is without foundation. Promotions and assignments in NE are made solely on the basis of merit. Assignments to 'key positions' in the Division have been made on the basis of demonstrated operational and managerial competence."

Clearly, here is a difference of opinion, and the charge may, in fact, be without foundation. Nonetheless, when the Survey Team encounters what it considers a responsible body of opinion on a subject it would be remiss in not making mention of it in the Survey Report.

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[REDACTED]

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